HTA-I-4-57
4 March 1957

MEMORANDUM FOR: Chief, HTA

FROM: Chief, HTA-I

SUBJECT: Suggestions Concerning HTAUTOMAT

1. First of all I wish to state that most of the following suggestions have been made previously by me or others. In spelling out these suggestions I acknowledge the fact that HTA-I needs as much re-examination and soul-searching as any group in the building. All suggestions made are generated from problems encountered at the working level and may not be valid due to too narrow a view point. In this light the following is respectfully submitted for your consideration.

2. What is the basis for the problems encountered? Our problems may be due to our organization and method of operation remaining much as they were in "Q" building in spite of a tremendous expansion in responsibilities, personnel and space.

3. What are some of the problems?

A. Lack of some support activities:

    One of our greatest contributions to the Intelligence Community could be the production of well-illustrated reports. Today, we are still operating with no coordinated instructions as to the preparation of text or graphics. Reports and graphics are produced not by organized flow of effort and materials but simply by guess and by gosh. No two branches produce in the same manner because no guide lines or instructions exist. There is no established flow of rough text and graphics from the photo interpreter through finished graphics preparation, editing, reproduction, trimming, assembly etc., etc. to the point of distribution.

B. Unnecessary duplication of some support activities:

    Procurement of material from the Industrial Register, Graphics Register, Special Register, CIA Library etc. should be vested in OCR/SR. "Special" photo procurement from non-agency sources could continue to be obtained by D/GP personnel.

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C. **Unnecessary generation of our own red tape:**

Services **available** under our own roof should not require a middle man for retyping and forwarding of requests for lab work, map procurement, IR, or GR search, or CIA library services etc.

D. **Two procedures for obtaining support:**

One procedure exists for working hours on week days. Usage has of necessity generated another procedure for evenings, week-ends and holidays. This has been due to the absence of Support Staff personnel during these periods and the welcome presence of OCR/SR personnel. It is difficult to always switch from one procedure to the other at 0830 Monday through Friday. I can assure you that I enjoy homelife too much to accept the opinion that poor planning and cupidity account for overtime work.

4. Recommendations:

A. After some eight months of growing pains we undoubtedly need to cinch up our belt a bit. Enclosure 1 is respectfully submitted for your consideration. I sincerely believe that our main problem is one of organization rather than lack of personnel. The organization shown may help to find the answer. It is also my sincere belief that reorganization can be effected to the detriment of no one and the betterment of all.

B. Develop a graphics shop second to none. HTA graphics personnel should tour, or spend some time with, other agency graphics facilities, eg. OCI.

C. Due to security, if nothing else, we must have reproduction facilities on a par with, or better than, the OCI reproduction facility in "Q" building. Our people could gain a great deal by touring such a shop.
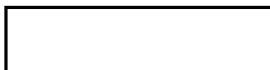
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D. Authorize direct dealings between all components in the Steuart Building with information copies of orders etc. furnished the Support Staff if required. This would eliminate the double standard of support on week-days vs. overtime periods. This would also eliminate much duplication of effort, unnecessary reproduction of or overlong storage of IR material, etc.

5. Reorganization is undoubtedly intended to increase efficiency and improve end product production rate and quality. Such a reorganization should also result in more of the responsibilities for branch operation resting on the shoulders of the branch chief.

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Enclosure 1

Distribution
    Orig & 1 - Chief, HTA
           2 - HTA-I

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